

## **Implementing an Intrepreneurship Program in a Business**

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1. Identify a need or problem (or a missed opportunity) that negatively affect's Missouri's economy;

Intrepreneurship rewards the employee for new, innovative products/services and gives all employees a chance to create jobs. Missouri businesses need to promote and reward companies that practice intrepreneurship. Intrepreneurship is entrepreneurship practiced within a company; entrepreneurs do not necessarily have to practice innovation in a garage by themselves while unemployed with few resources.



According to James Krudwig, Missouri Southern State University, the correct practice of intrepreneurship within a company is entrepreneurship that is supercharged. It solidifies employee loyalty and gives them a chance to practice their creative talents.

According to Austin K. Pryor and Michael Shays, "If a company is to remain proactive and competitive, its managers need to be semi-autonomous; they must believe that they have the freedom to take the initiative and try new ideas--to be entrepreneurial. Managers in smaller companies tend to have that advantage over managers in larger companies. Instead of designating a few bright minds to become idea generators and command them to come up with products of the future, companies should encourage all employees to think about the business, to have ideas and to dare to do something about them. After all, a company with 1,000 employees has 1,000 minds from which to draw ideas for new products, new services and new ways of doing things. More importantly, the company has 1,000 potential champions whose

spirit, energy and enthusiasm can turn these ideas into a reality. A company that knows how to take advantage of this huge and largely untapped resource can reap rich rewards”.

2. Indicate the significance of the problem/opportunity, or what would occur if the problem/opportunity is not addressed;

According to Austin K. Pryor and Michael Shays, “THE PYRAMID ORGANIZATIONS most large companies have developed are designed both to operate and protect the established business to ensure stability, predictability and control. As long as managers and staff stick to their job descriptions, stay within budget and meet their targets, they have little to worry about. In short, the focus usually is on minimizing risk..... This objective creates barriers to innovation; it conditions people to believe that stability and control are the most important attributes of good management. The typical company frowns upon taking risks, and punishes failure. In such a climate, spontaneity and new ideas are hardly likely to flourish”.

3. Identify data that validates the extent of the problem/need/opportunity;

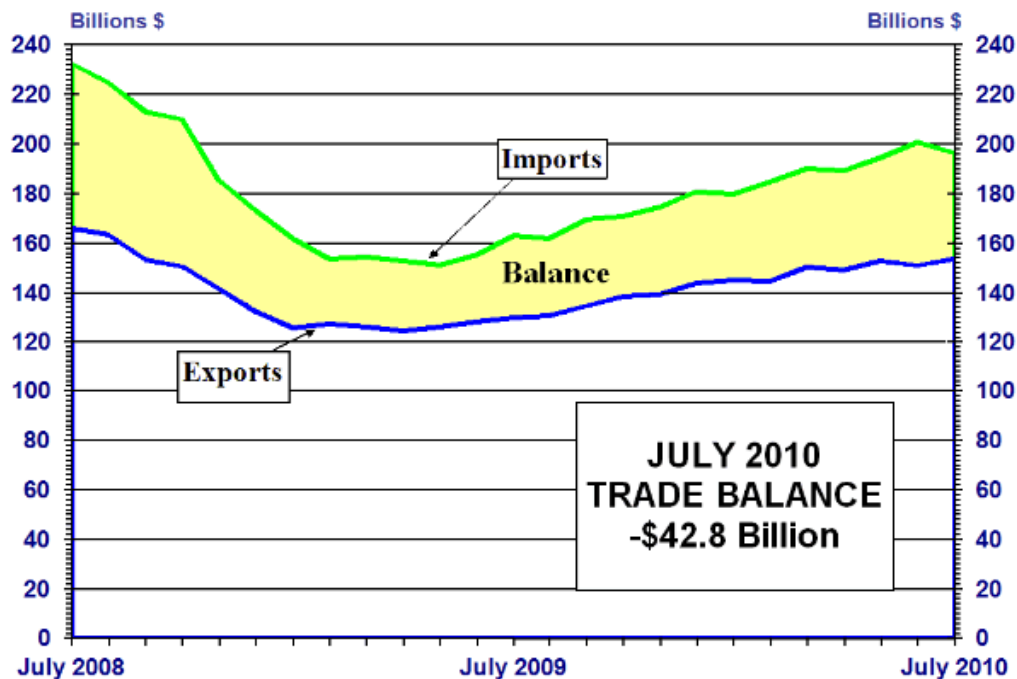
According to figures from the Labor Department and the U.S. Census,

9.7% National unemployment

95,000 jobs lost in September, the fourth month in a row that jobs have been lost. The fall was almost double August 54,000 job loss number

42.8 Billion in trade deficit

## U.S. International Trade in Goods and Services



4. Identify best practices related to this issue, if appropriate;

Springfield Remanufacturing has an employee entrepreneurship program that rewards employees for innovative products and services. Leggett-Platt in Carthage has an “Idea Factory” that solicits and rewards employees and the general public for new innovative product ideas. Anderson Engineering, a Joplin based firm, rewards innovation with company stock ownership and bonuses.

5. Develop an outline of the proposed solutions or actions to address the need/problem/opportunity;

Create an on-line asynchronous internet training program that employees and management could use to train on the implementation of entrepreneurship within a business. This should be a joint effort between the universities, DED, Chambers of Commerce and the SBTDCs.

Online Course Title: “10 Steps to Implement an Intrepreneurship Program within a Business”

The 10 steps would include:

“Buy in” of the intrepreneurship concept from management and employees

Employee helps the customer find a solution to a problem with an innovative product/service

Submit scorecard estimates with employee compensation; include sources and uses of capital

Employee submit business plan with ROI, break-even sales estimates and cash flow projections

Approve or disapprove project (some firms have multiple active projects)

Team assignments- train employees and hire mentor/consultant when needed

Determine if the final innovative product/service has commercial viability and market acceptance?

Pass or fail decision, if fail start on another innovative product/service.

Realize only 2%-10% will have commercial viability, welcome and accept fail decisions.

Focus on the main goal, help the customer find a solution to a problem and make the first sale.

6. Indicate the resources necessary to implement the actions; and,

14 staff- 1 person in 14 chambers of commerce to market and promote entrepreneurship

14 staff- 1 person in 14 SBTDCs to provide mentoring, research and counseling

3 people to design, then monitor and provide server support for the on-line course

A total staff of 31 people would be needed.

7. Indicate the likely immediate and long-range benefits of the proposed actions/solutions, and the method to measure performance.

Estimates range from 100-10,000 jobs created; this depends on the innovative products/services and if manufacturing employment would be domestic. This would give businesses a new management technique to create innovative new products/services; this is the best tool for creating jobs. It helps to insure a steady stream of innovative new products/services and keep businesses profitable. Many businesses fail due to the product life cycle ending and the changing market, entrepreneurship would help prevent this type of business failure.

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Sources:

Title: Growing the business with intrapreneurs. Authors: Pryor, Austin, Michael Shays, Source: Business Quarterly; Spring93, Vol. 57 Issue 3, p42, 7p

US Census, U.S. International Trade in Goods and Services Highlights, September 9, 2010

US Dept. of Labor, Bureau of Labor Statistics, News release, Friday, October 8, 2010

Note: Two different spellings of entrepreneurship are currently used within the literature.